

# **Montgomery County 311: Semi-Annual Performance Review**

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Public Information Office  
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# CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



# Agenda

- 1) Follow Ups**
- 2) Customer Service Center (CSC) Utilization**
- 3) Web Portal Utilization**
- 4) CSC Performance**
- 5) Overview of Surveys: Bi-Annual Customer Survey and Internal Customer Service Survey**
- 6) Review of PIO Performance Measures**



# Meeting Goals

## Meeting Goals:

- Continue to monitor MC311 utilization, operations, and customer service
- Establish additional Headline Performance Measures for MC311

## How We Will Measure Success:

- Progress on MC311 follow-up items
- Attainment of Customer Service Center performance goals
- Positive internal and external customer feedback based upon survey results



## Status of Follow-Up Items

**PIO has completed all but one follow-up item related to MC311.  
The outstanding item is:**

- ***Make MC311 more visible/prominent on the County's website (Original Due Date: 12/31/2013)***

**Status: PIO has worked with DTS to design major navigation and search engine improvements. However, DTS has delayed implementation to deal with other high-priority projects and will revisit implementation when they are able to do so.**

Since the last semi-annual review, MC311 has completed nine outstanding follow-ups.



# Follow-up Items Completed Since Last Semi-Annual Review

	Completed Follow-Up Items
1	Work with DTS to address existing technical/hardware issues that can negatively impact MC311 customer service
2	Update and re-brand MC311 public information and marketing materials
3	Research how other 311 systems around the US who have successfully brought in other jurisdictions as customers handled issues pertaining to governance
4	Investigate ways to continue to improve MC311 customer surveys
5	Investigate intake of service requests and general information calls via text and Twitter
6	Improve the closed-loop process (caller-MC311-department-back to caller) where possible
7	Identify the remaining candidates for Tier 2 call handling in the MC311 Call Center
8	Develop an official “sales pitch” for bringing other municipalities or outside agencies/systems into MC311 and explore possible billing structures
9	Develop relationships between MC311 Business Analysts and the appropriate people at the outside entities for whom we field calls



# Other Departmental Follow-Ups that Include MC311 as a “Responsible Party”

Meeting Date	Primary Dept. Responsible	Due Date	Follow-Up	Status
11/13/2013	REC	5/30/2014	Examine if the nature of the relationship between REC and MC311 is ready to be expanded, possibly automating responses where appropriate	In Progress
12/11/2013	DHCA	1/31/2014	Examine the possible revision of the MC311 KBA regarding the reporting of “No Utilities”	Overdue
12/11/2013	DHCA	6/30/2014	Revise specific DHCA MC311 SLAs based on current average days to close them, and what is under DHCA’s control versus external processes	In Progress
3/5/2014	DGS	6/30/2014	DGS should work with MC311 to explore whether opportunities exist for expanding the department’s use of the SR-fulfillment process, especially for Fleet and Facilities Management	In Progress
4/2/2014	DEP	6/30/2014	Adjust Environmental Code Enforcement SLA downwards from 75 days as appropriate for FY15, in consultation with MC311 and CountyStat	In Progress

The above follow-up items are primarily assigned to other departments, but involve MC311 in some capacity.

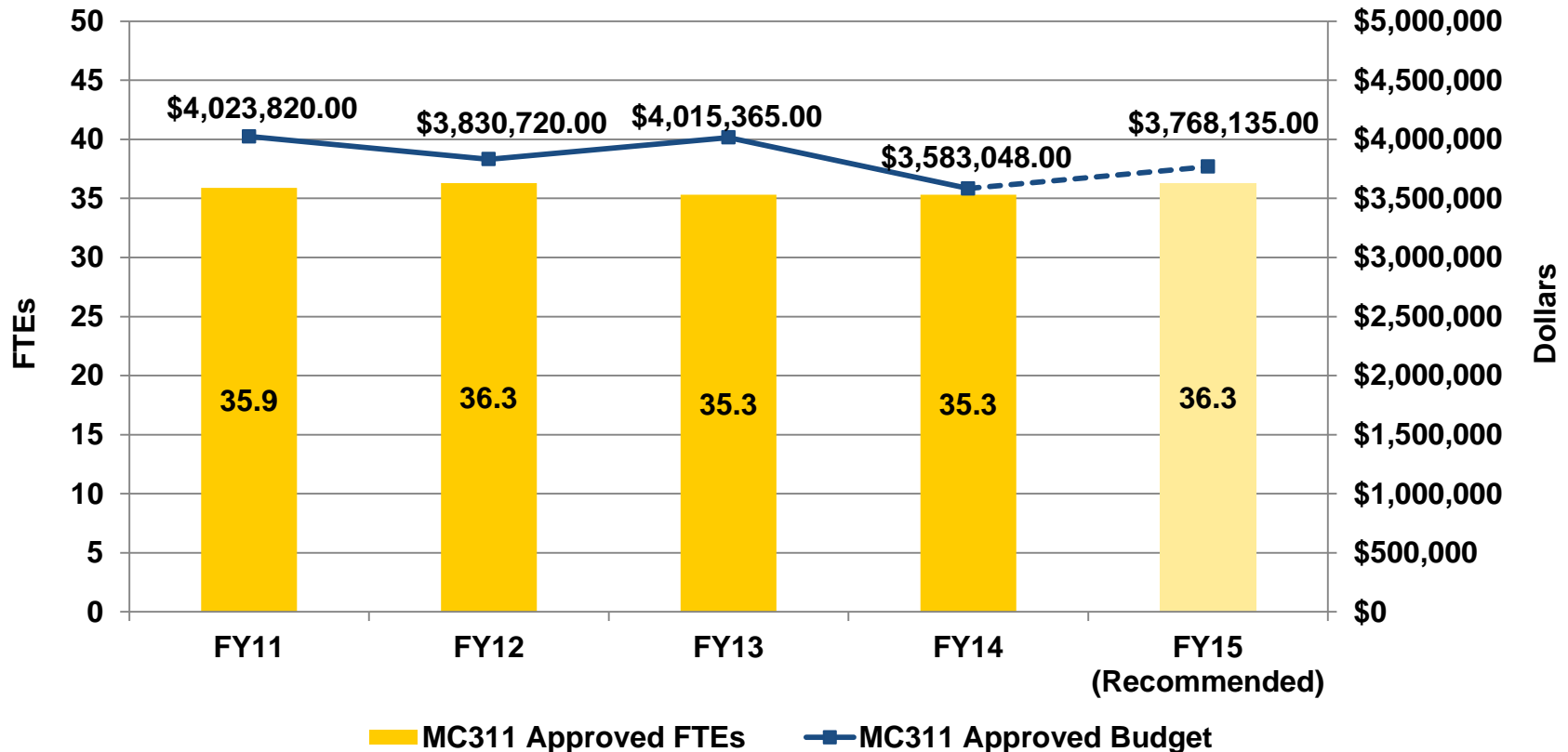


# Customer Service Center (CSC) Utilization

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# MC311 Historical Budget and Workforce Overview



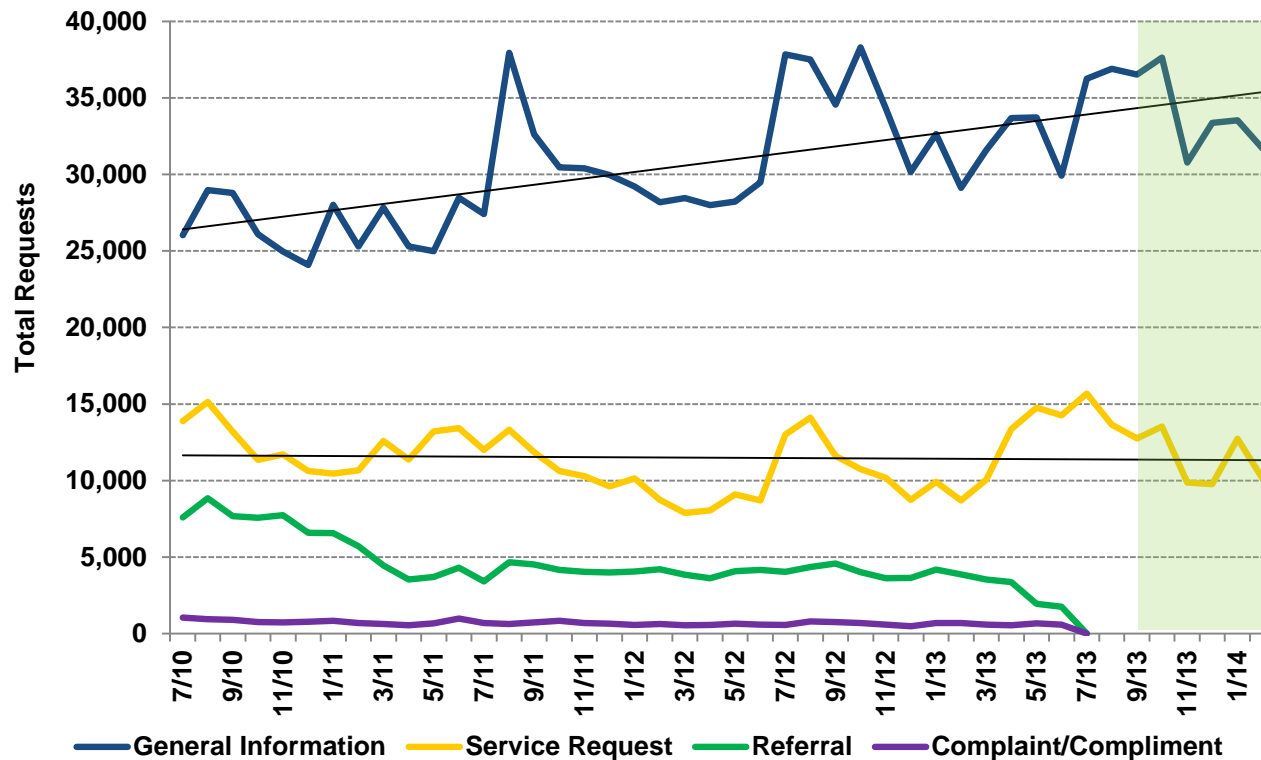
Since FY11, MC311's workforce size has remained within one FTE. If approved as submitted, the FY15 recommended budget would be an increase of 5% from FY13 and reduction of 6% from the FY11 level.



Source: Montgomery County Office of Management and Budget

# MC311 CSC Utilization

## Monthly Intake Category Statistics (Since Launch)



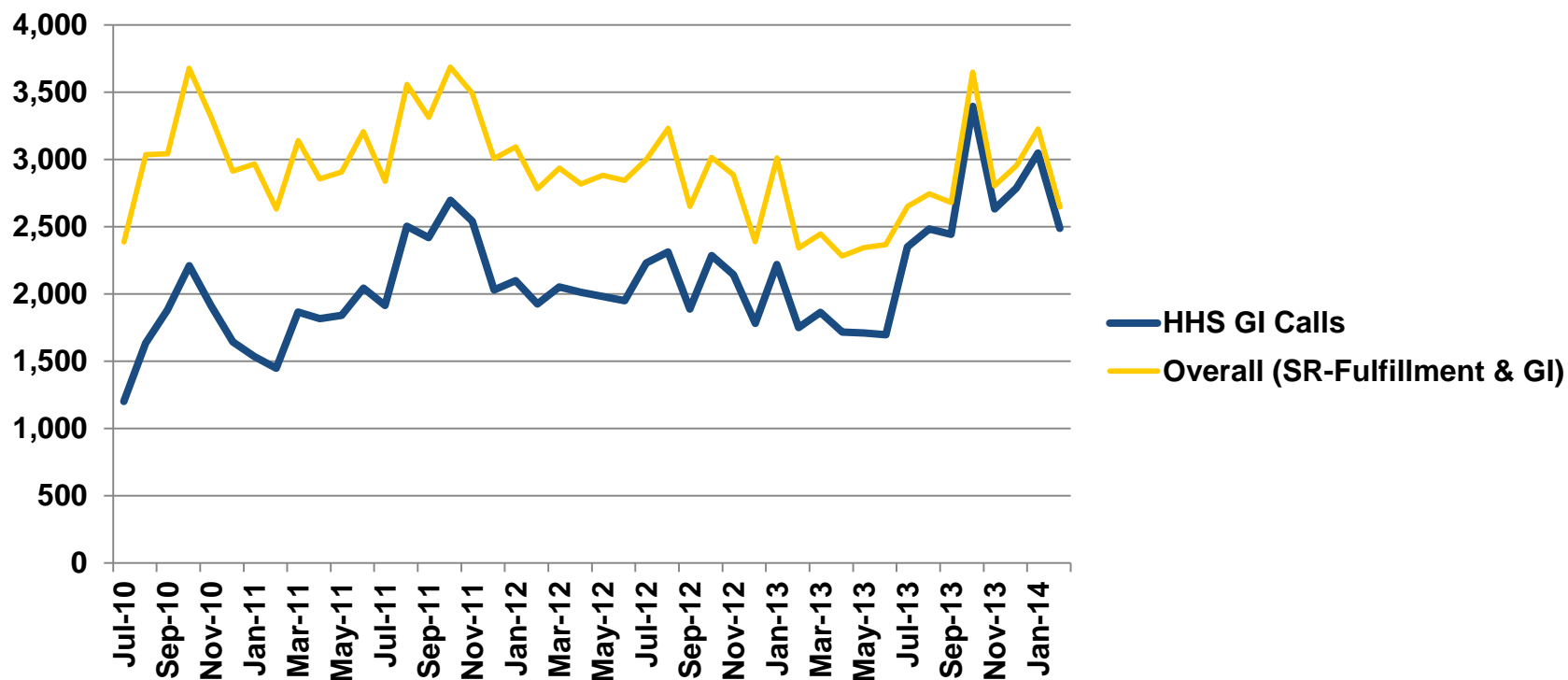
Dept	General Information Requests (9/1 to 2/28)	
DOT	60,927	29.9%
Non-MCG	26,371	13.0%
DPS	22,748	11.2%
FIN	21,919	10.8%
PIO	17,504	8.6%
<b>HHS</b>	<b>16,670</b>	<b>8.2%</b>
DEP	15,581	7.7%
Other Depts.	21,837	10.6%
<b>Total</b>	<b>203,557</b>	<b>100.0%</b>

General Information requests are trending steadily up while the trend in Service Requests are remaining level. HHS GI requests jumped significantly in the current period of analysis.



Source: Siebel (includes open and closed customer requests) from all methods of contact. Categories "Referral" and "Complaint/Compliment" are no longer used.

# HHS Requests: GI and Overall Request (SR-Fulfillment & GI) Volume

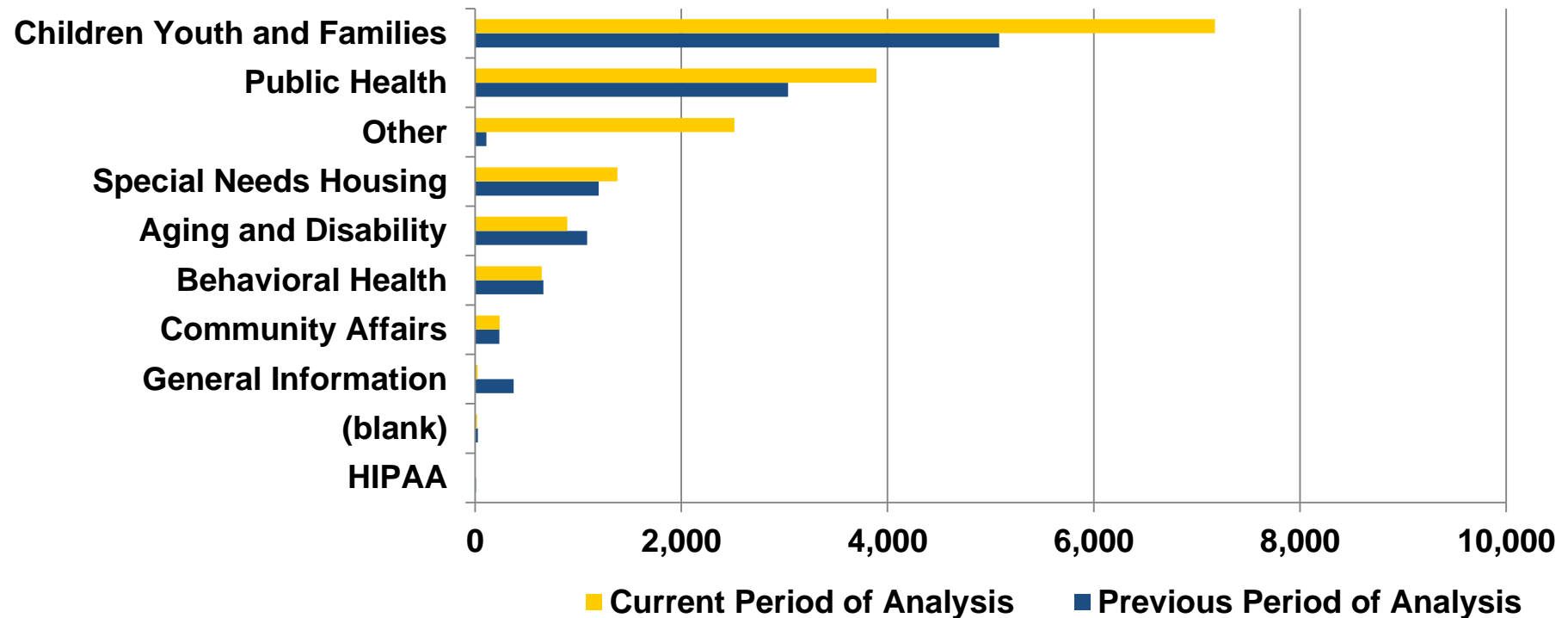


While HHS GI inquiries have been on the rise since FY14, HHS inquiries overall have risen at a slower pace. This may suggest that more HHS calls are being handled within the call center rather than being escalated to a SR-Fulfillment. The spike in October '13 was due in large part to inquiries related to the Affordable Care Act.



Source: Siebel

## HHS GI Calls by Area: Change From Last Period of Analysis

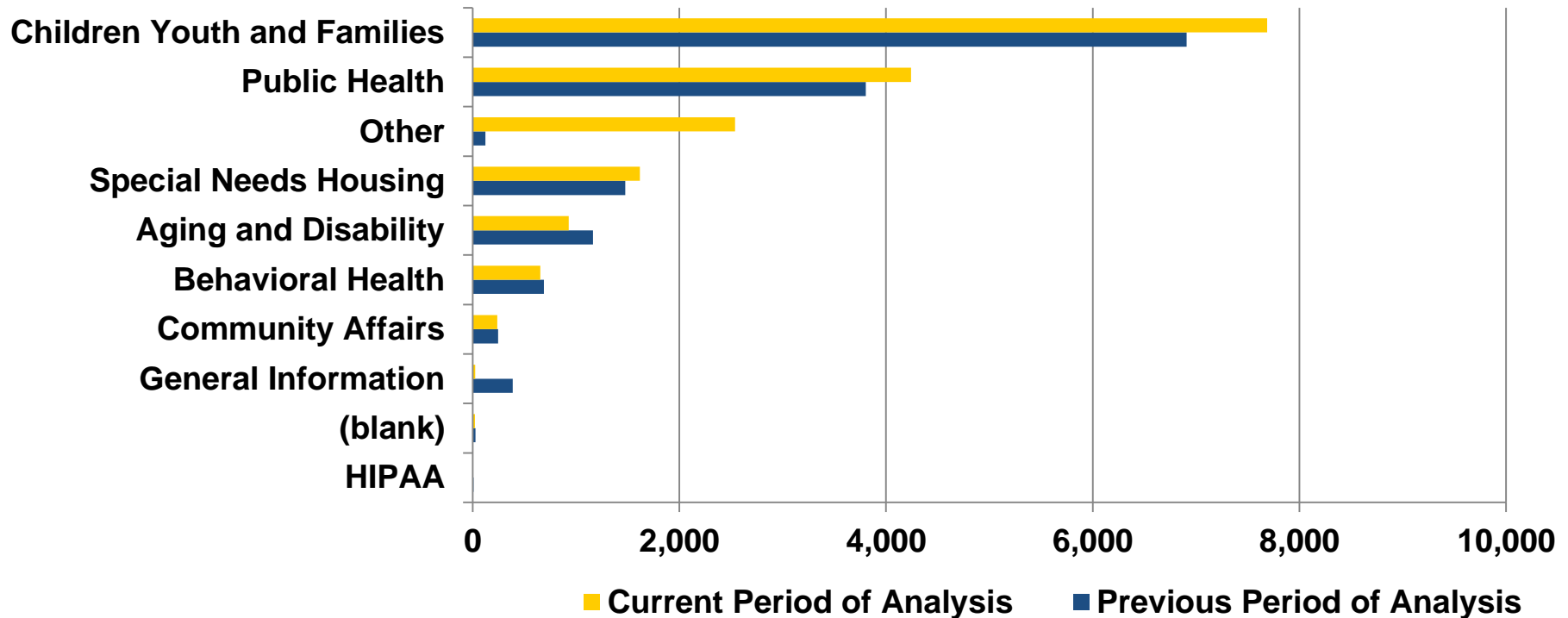


Calls in the areas of Children, Youth and Families, Public Health, and Other have seen substantial increases. However, as the following slide shows, the total call volume related to these areas has not increased dramatically, with the exception of the area of Other—these calls were generally related to the Affordable Care Act.



Source: Siebel

## HHS GI and SR-Fulfillment by Area: Change From Last Period of Analysis

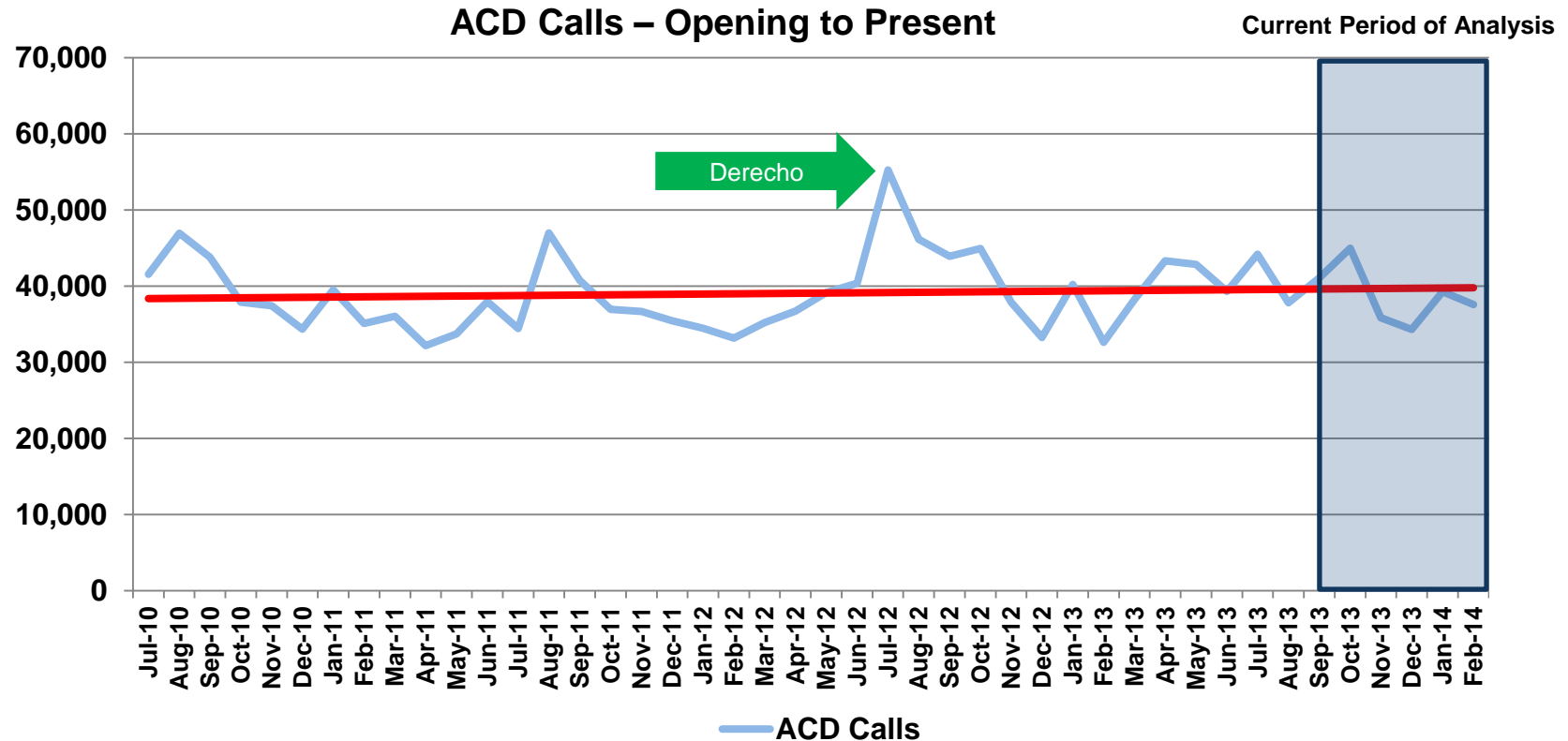


Growth in all HHS Areas with the exception of Other was more modest when looking at total volume of inquiries (GI and SRs).



Source: Siebel

# MC311 CSC Utilization – Call Volume



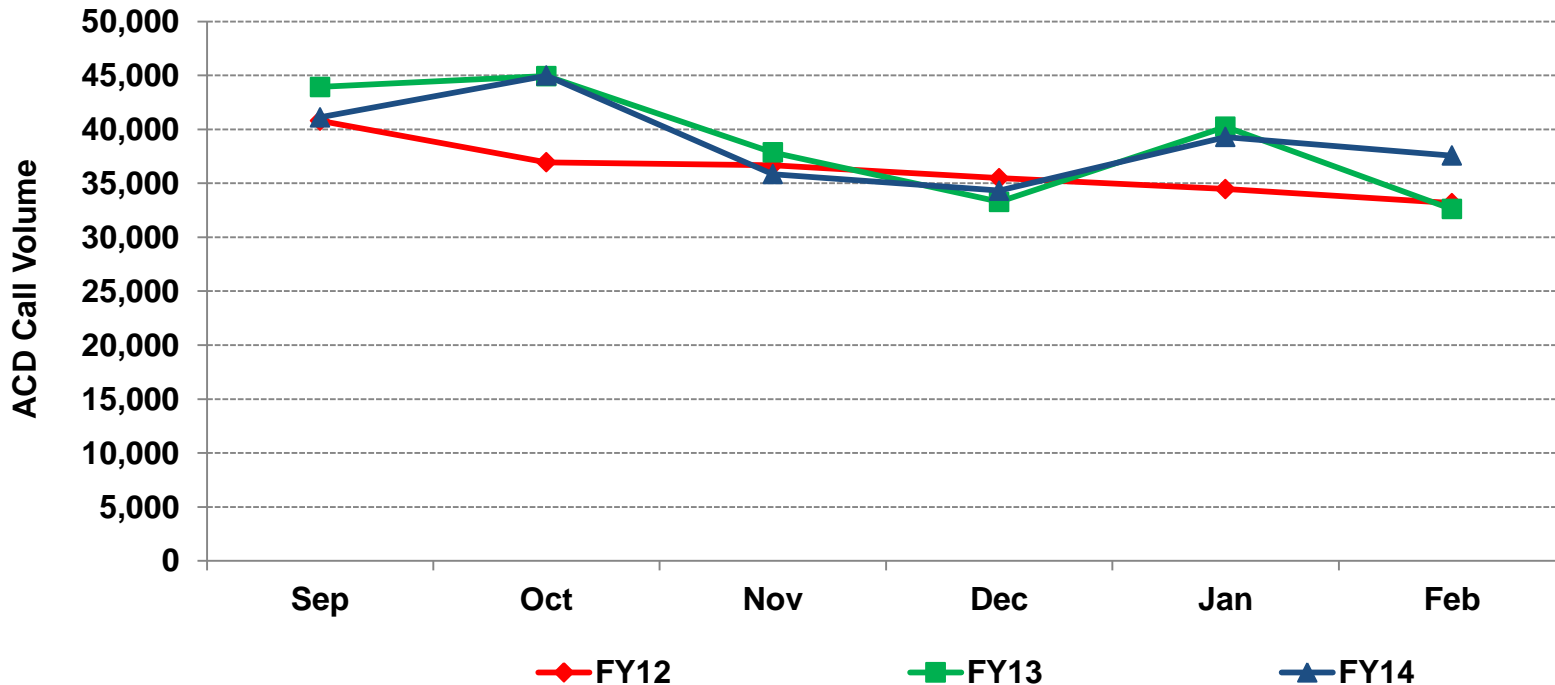
Call volume, measured by ACD calls, continues to trend slightly up, though the trend is down during the current period of analysis. This is similar to the same period last year and is largely due a decline in call volume during the holiday season.



Source: Siebel

# MC311 CSC Utilization - Monthly Call Volume

Year Over Year Comparison: Current Period of Analysis (9/1 to 2/28)

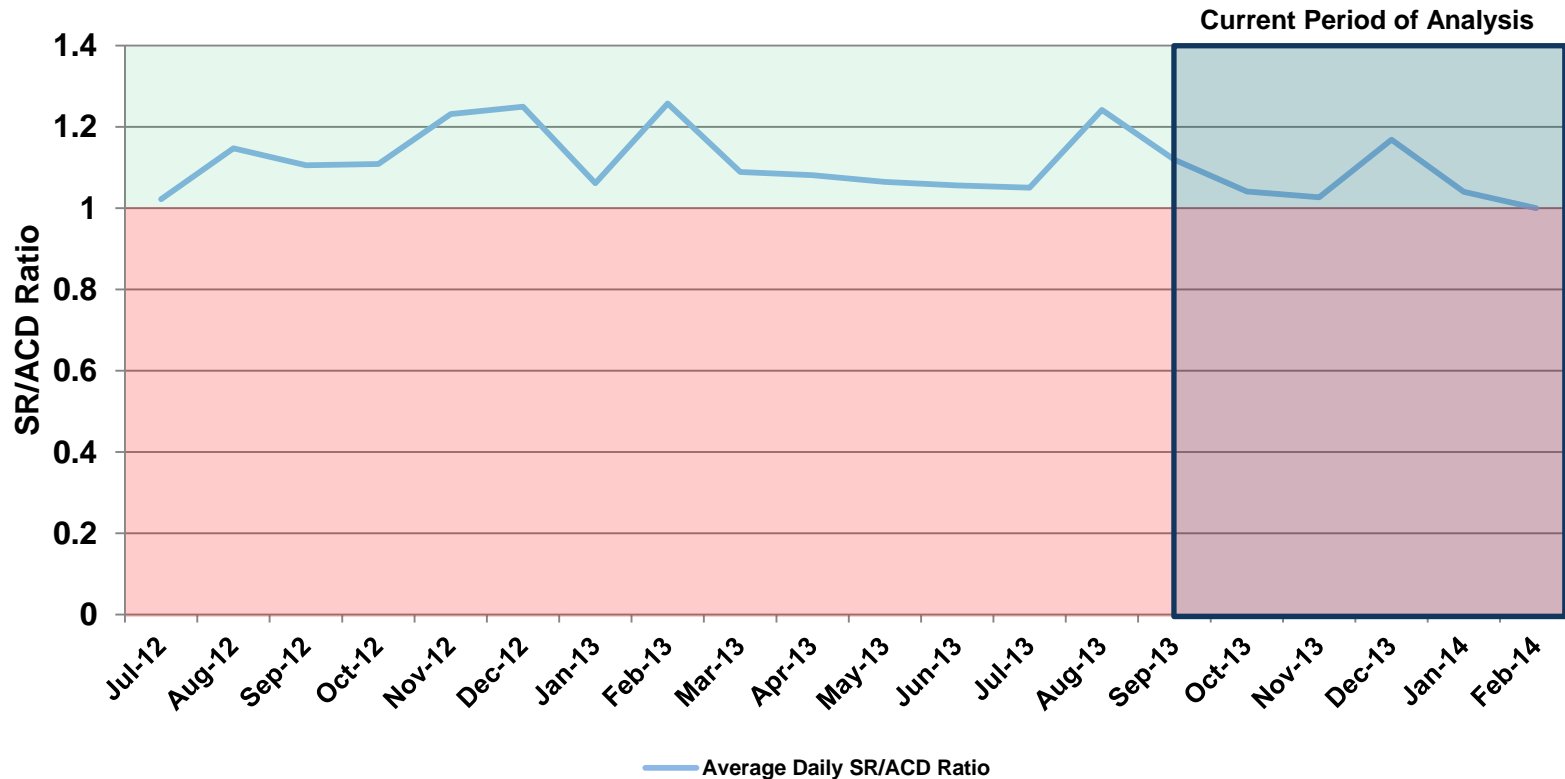


Monthly call volume for the current period of analysis is in line with the past two years.



Source: Siebel

# MC311 CSC Utilization – Average Daily SR/ACD Call Ratio by Month



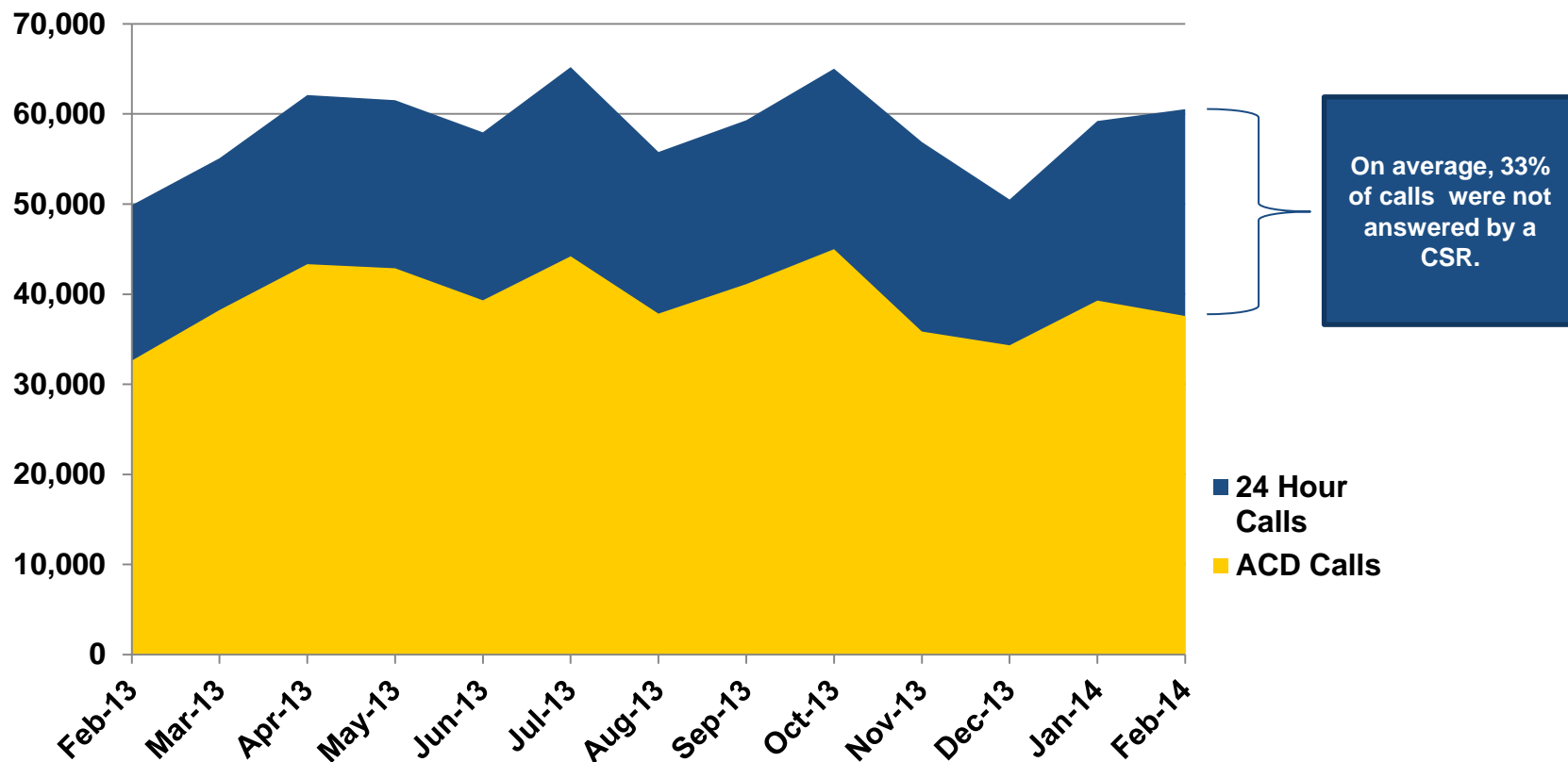
Average Daily SR/ACD Call Ratio is a measure of efficiency. An SR to ACD ratio above 1 means that on average, each call generates at least 1 service request.



Source: Siebel



# MC311 CSC Utilization - Monthly Call Volume (Feb-13 through Feb-14)



The visible portion of the blue area represents the number of calls not answered by a CSR at the call center. On average, from February '13 through February '14, approximately 1/3 of all calls were either abandoned or went unanswered during hours in which the center was closed. The average abandoned call rate for this period was 2.58%.\*

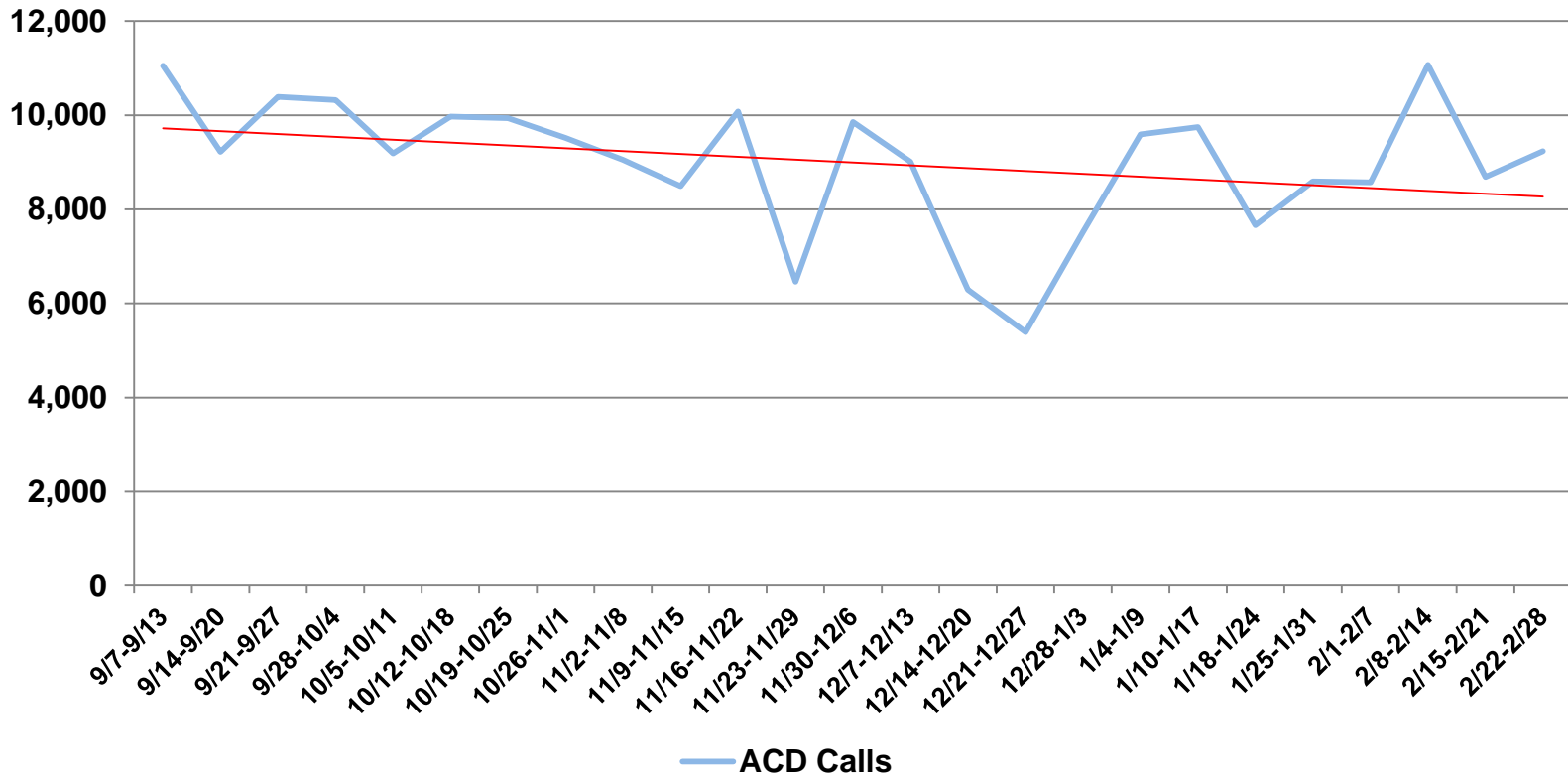
\*Abandoned calls: Calls terminated by customers before they are picked up by a CSR when one is available.

MC311's target for abandoned calls is <5%

Source: Siebel



# MC311 CSC Utilization – Weekly Call Volume September 2013 – February 2014



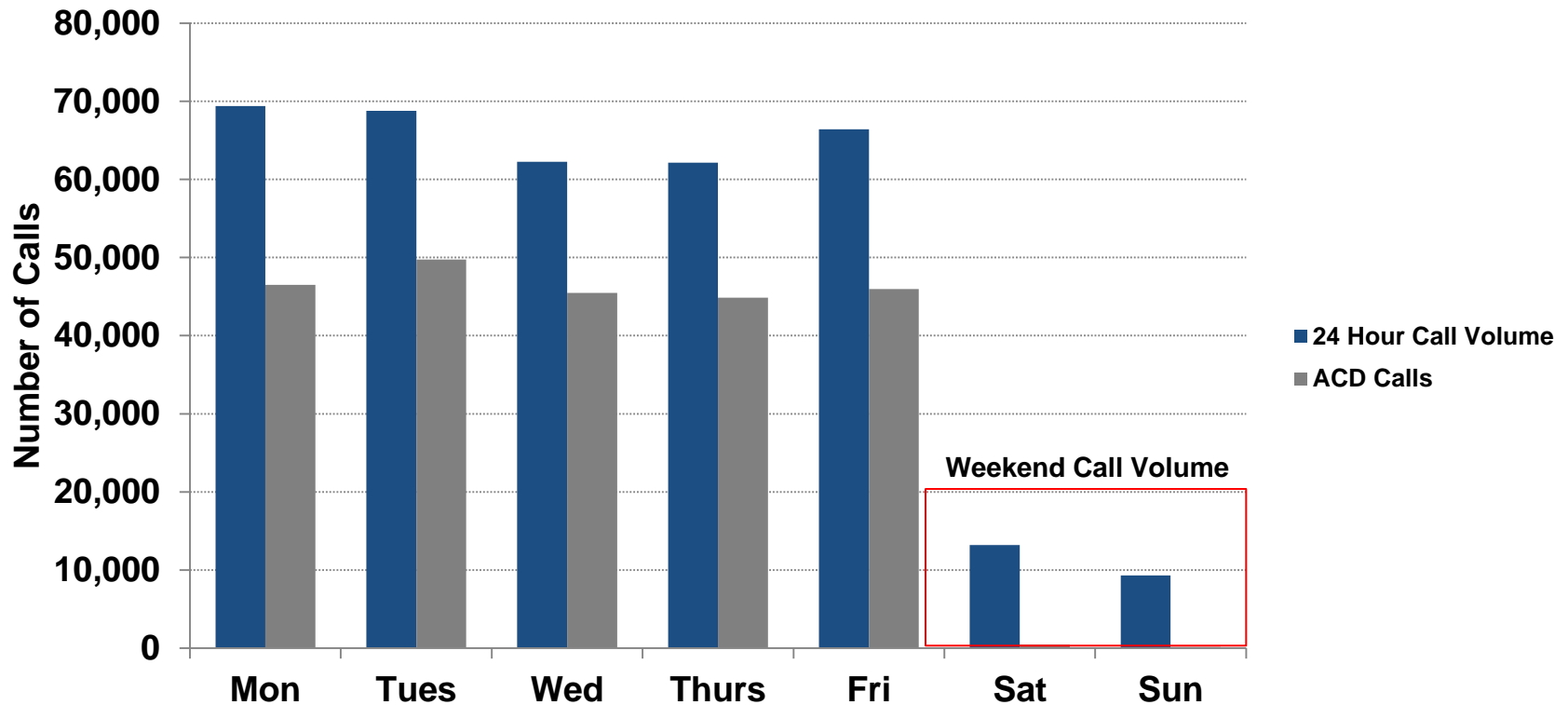
Weekly call volume declined from September '13 through February '14. Much of this drop can be attributed to a large decline in call volume during the holiday season.



Source: Siebel

# MC311 Customer Service Center Utilization

## Daily Call Volume - Current Period of Analysis

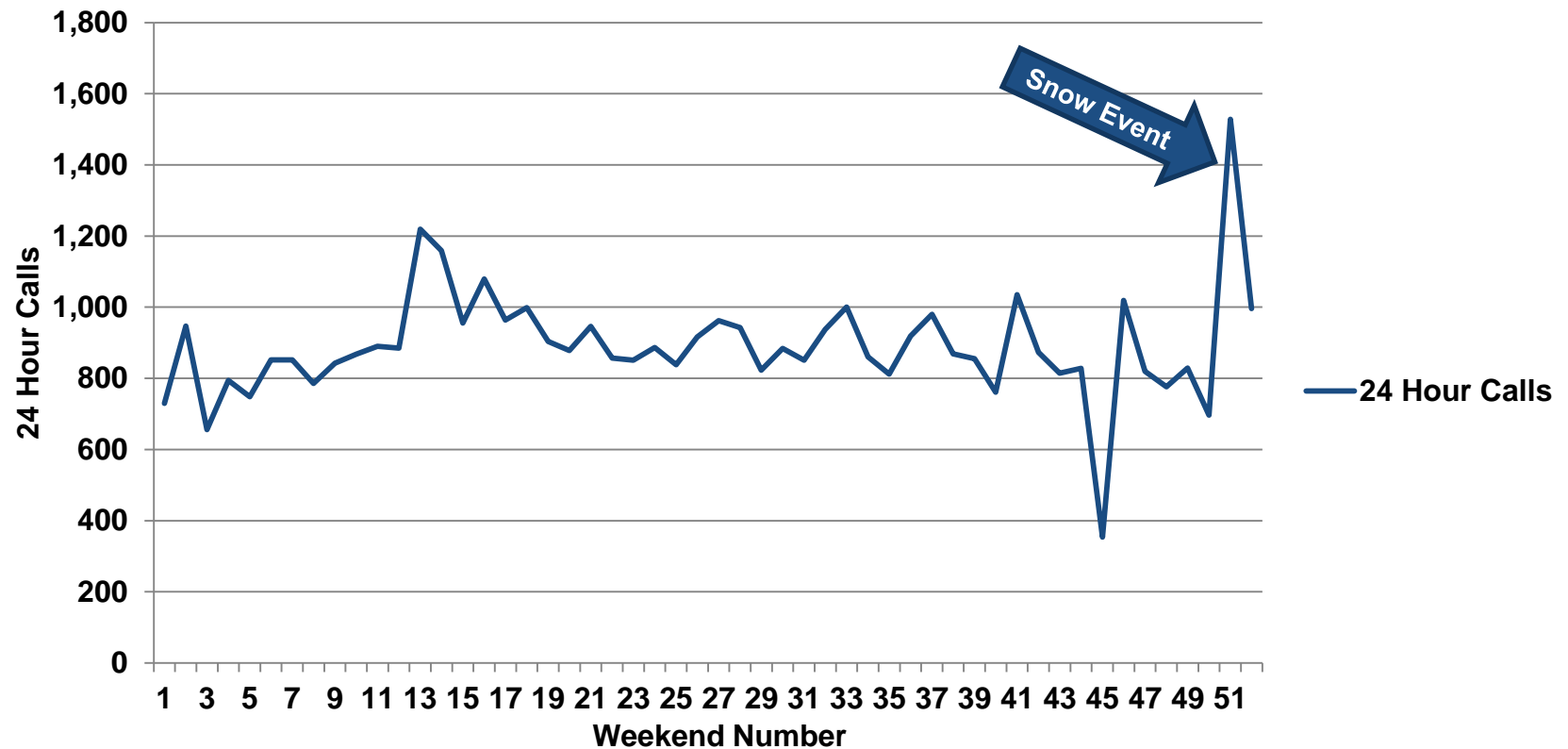


In total, there were 22,489 calls made to the call center during weekend hours. Calls made on Saturdays comprised 3.8% of all calls made during the present period of analysis, while calls on Sundays comprised 2.6% and total weekend calls comprised 6.4%. MC311 continues to await the implementation of the Ride-On IVR system which will reduce weekend call volume.



Source: Siebel

# Weekend Call Volume – Past 12 Months (Mar. 2013 – Feb. 2014)



Weekend call volume remained between 800 and 1,000 calls per weekend for most of the past 12 months.

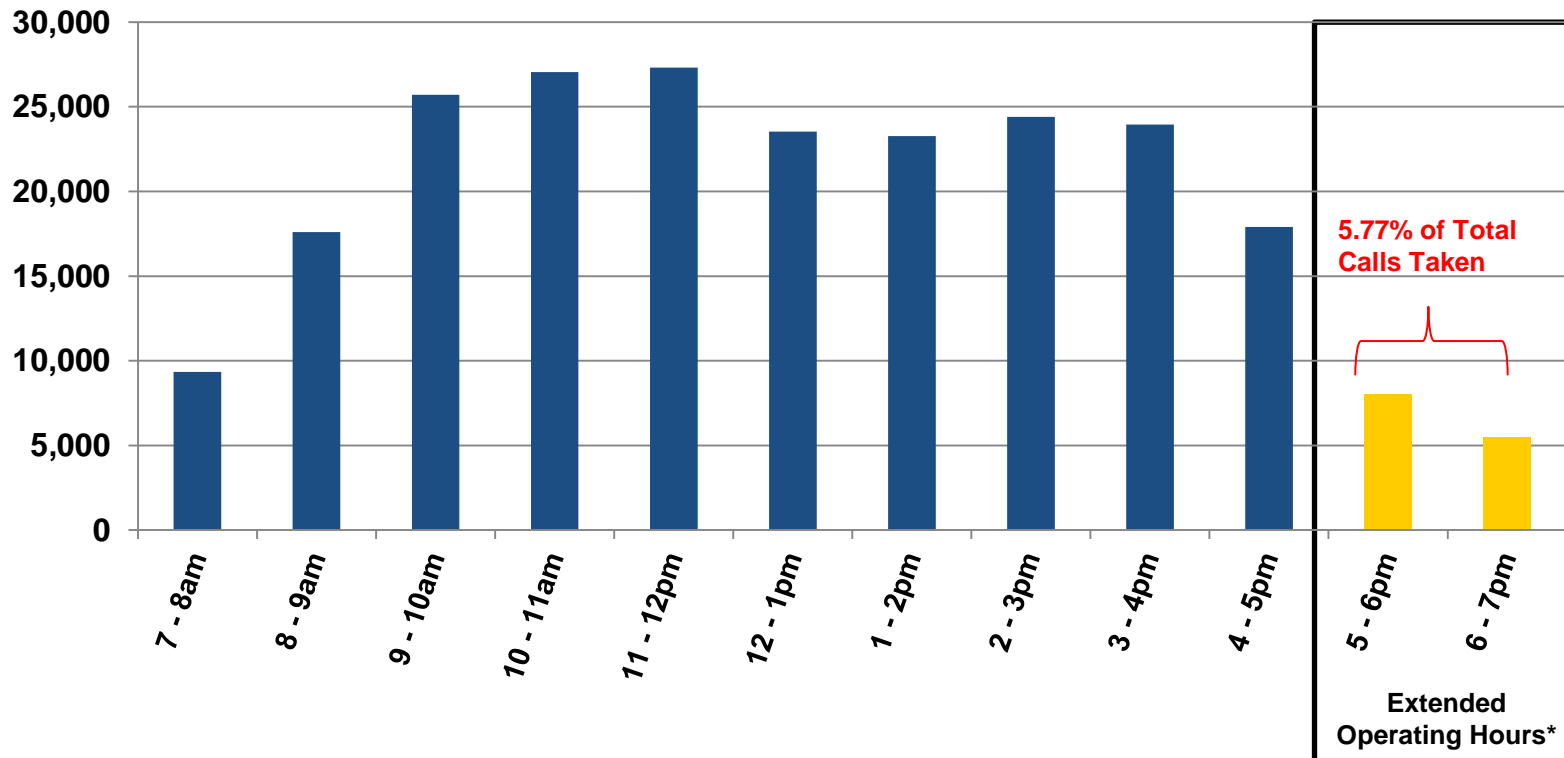


Source: Siebel

First weekend begins 3/2/2013 and last weekend begins 2/1/2014

# MC311 CSC Utilization – Calls Taken by Time of Day (9/2013 – 2/2014)

Call Center Hours: 7am – 7pm



During the current period of analysis, 13,483 calls (an average of 519 per week) were taken during the extended operating hours (5-7PM). As a percentage of total calls taken, this is a decrease of 11% compared to the previous period of analysis.

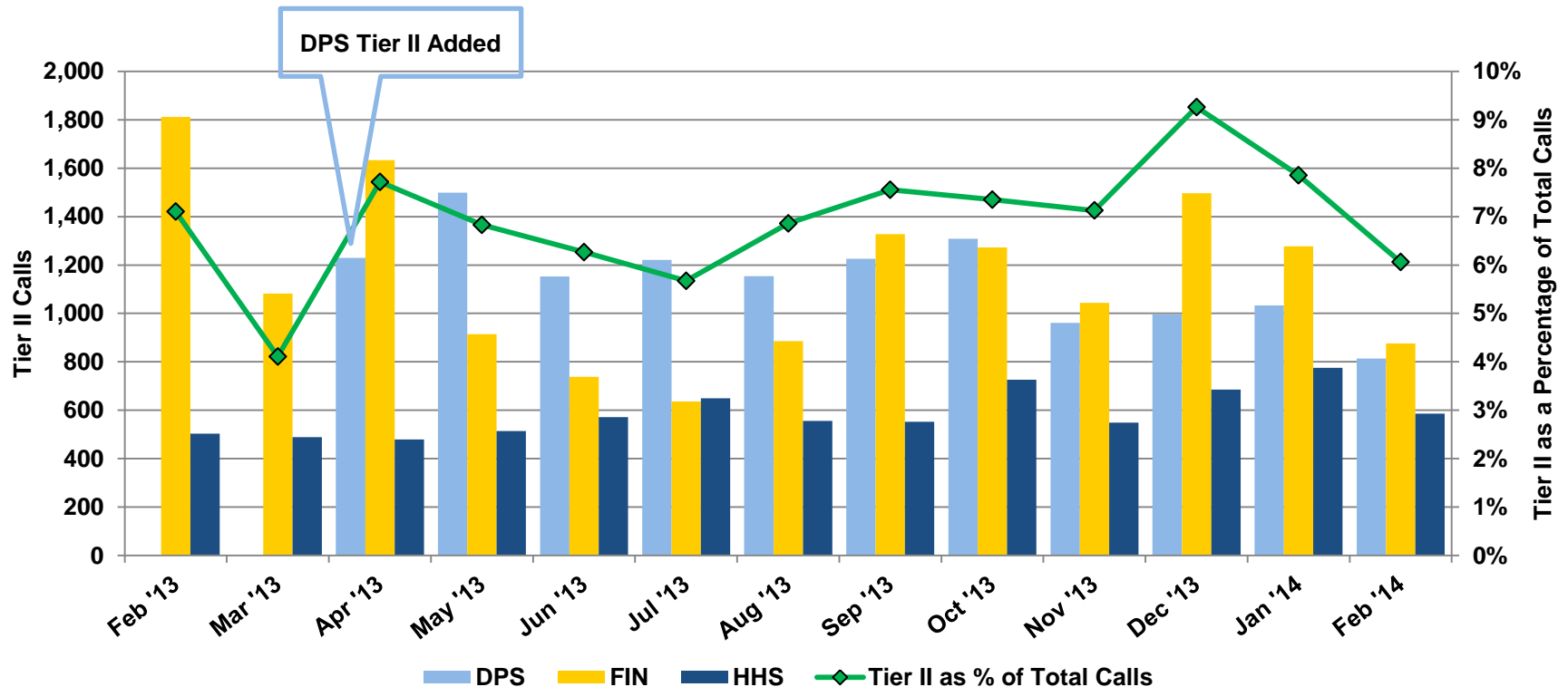


\*The call center extended its hours on August 13, 2012

Source: Siebel

# MC311 CSC Utilization: Monthly Tier II Calls (2/13 – 2/14)

The MC311 Customer Service Center uses Tier II call-takers to resolve select HHS, FIN, and DPS calls requiring additional knowledge and/or skills. DPS Tier II was added in April 2013.



Over the past year, Tier 2 calls as a percentage of total calls is increasing, though the percentage has been declining since the start of CY14. This trend largely driven by FIN tier II calls, which is subject to seasonality. There are no current plans to add additional Tier II capabilities.



Source: Siebel

# MC311: Top 25 Solution Areas from Sept-13 Through Feb-14

Rank	Department	Attached Solution	Total CRs
1.	DOT	Ride On Real Time Arrival Information	40,491
2.	FIN	Requests to Discuss Property Tax Bill	11,084
3.	DEP	Bulk Trash Pick-Up Request	10,659
4.	DPS	Schedule DPS Building Construction Related Permitting Inspections	9,811
5.	DEP	22 Gallon Bin Delivery (Glass/Metal/Plastic Recycling)	9,442
6.	DEP	Scrap Metal Pick-Up Request	7,784
7.	DOT	Ride On Trip Planning	7,596
9.	DPS	Name and Telephone Number of DPS Building Inspector	4,576
10.	PIO	Montgomery County Employee Directory Assistance	4,346
11.	DEP	22 Gallon Bin Pick-up (Glass/Metal/Plastic Recycling)	3,268
12.	Non-MCG	MANNA Food Center Referral	3,229
13.	DEP	<b><u>Holiday Schedule for County Provided Trash &amp; Recycling Collection</u></b>	<b>3,017</b>

**Bolded** solution areas did not appear on the Top 25 list during the previous period of analysis (March – July 2012)



Source: Siebel

# MC311: Top 25 Solution Areas from Sept-13 Through Feb-14

Rank	Department	Attached Solution	Total SR
14.	Non-MCG	Non-MCG Directory Assistance	2,479
15.	DEP	How To Recycle/Dispose of Solid Waste	2,308
16.	DHCA	Landlord Tenant (LT) Complaints, Disputes or Issues	2,293
17.	POL	<b><u>Reporting a Dead Animal Along the Roadway</u></b>	<b>2,276</b>
18.	DPS	Permit, Plan Review or Inspection Status: Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence or Sign Permits; Electrical or Vendor Licenses; Home Occupation Certificates	2,153
19.	DHCA	Housing Complaints	2,040
20.	POL	Police Department Information	1,924
21.	FIN	<b><u>Tax Payment Methods</u></b>	<b>1,807</b>
22.	DEP	Transfer Station Questions (Montgomery County)	1,688
23.	DOT	<b><u>Pothole Repair</u></b>	<b>1,615</b>
24.	DPS	Department of Permitting Services Location and Hours of Operation	1,588
25.	HHS	<b><u>Affordable Health Care Act or Health Care Reform</u></b>	<b>1,568</b>

**Bolded** solution areas did not appear on the Top 25 list during the previous period of analysis (March – July 2012)

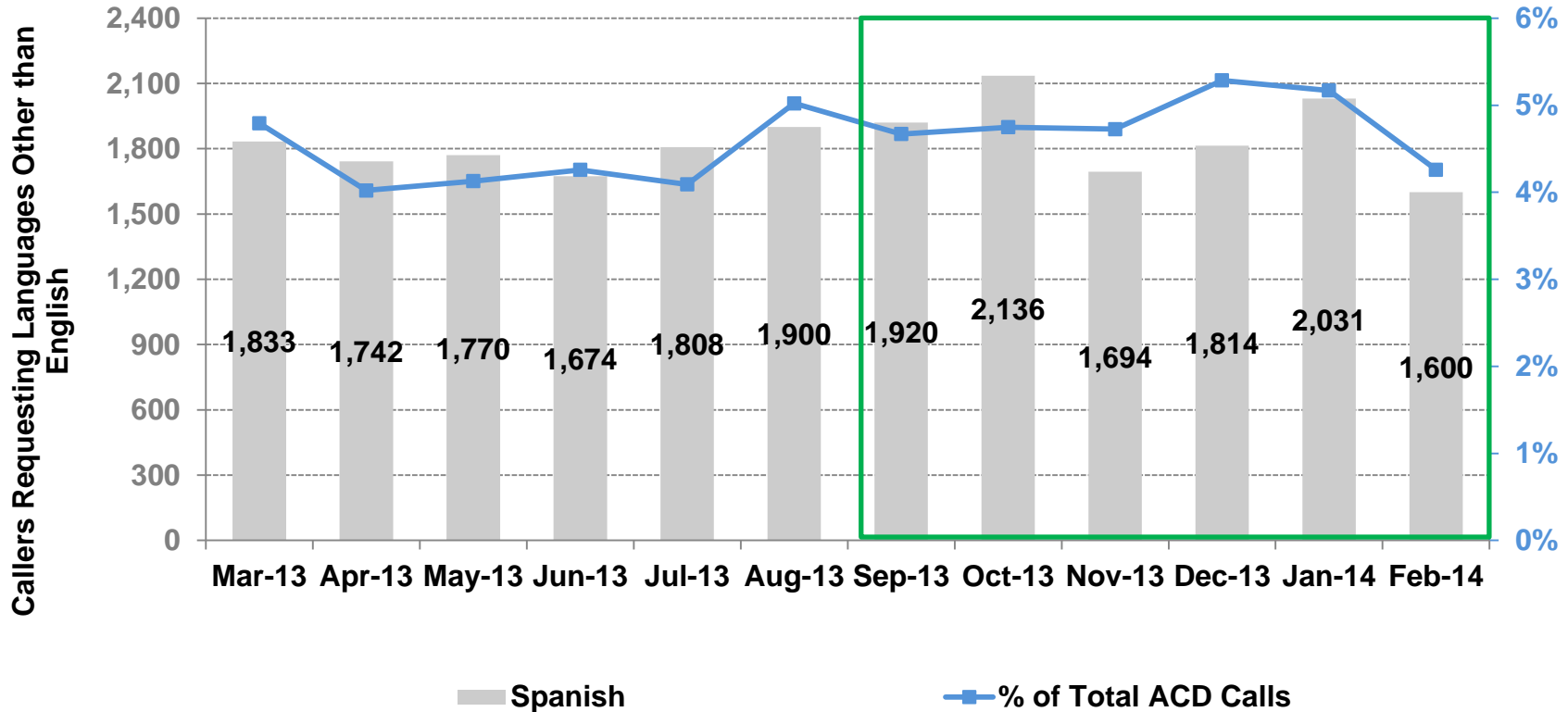


Source: Siebel



# MC311 CSC Utilization

## Callers Requesting a Spanish Speaking CSR (3/2013 – 2/2014)



From March 2013 – August 2013, an average of 1,788 callers per month requested a Spanish speaking CSR. From September 2013 – Feb 2014, an average of 1,866 callers requested a Spanish speaking CSR, an increase of 4.4%.

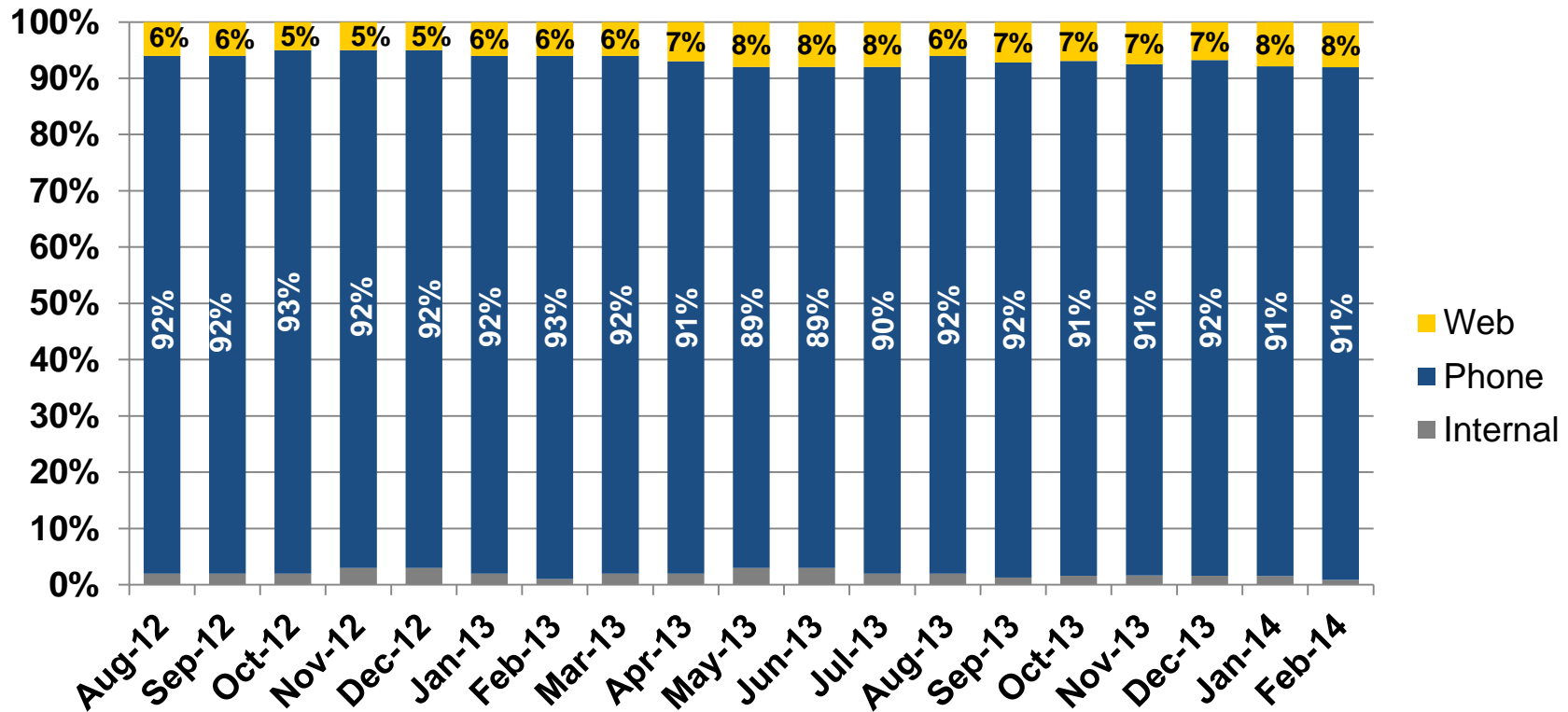


Source: MC311

# Web Portal Utilization

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# MC311 Web Portal Utilization: Percent of Requests Generated via Web Portal (Aug 2012 – Feb 2014)



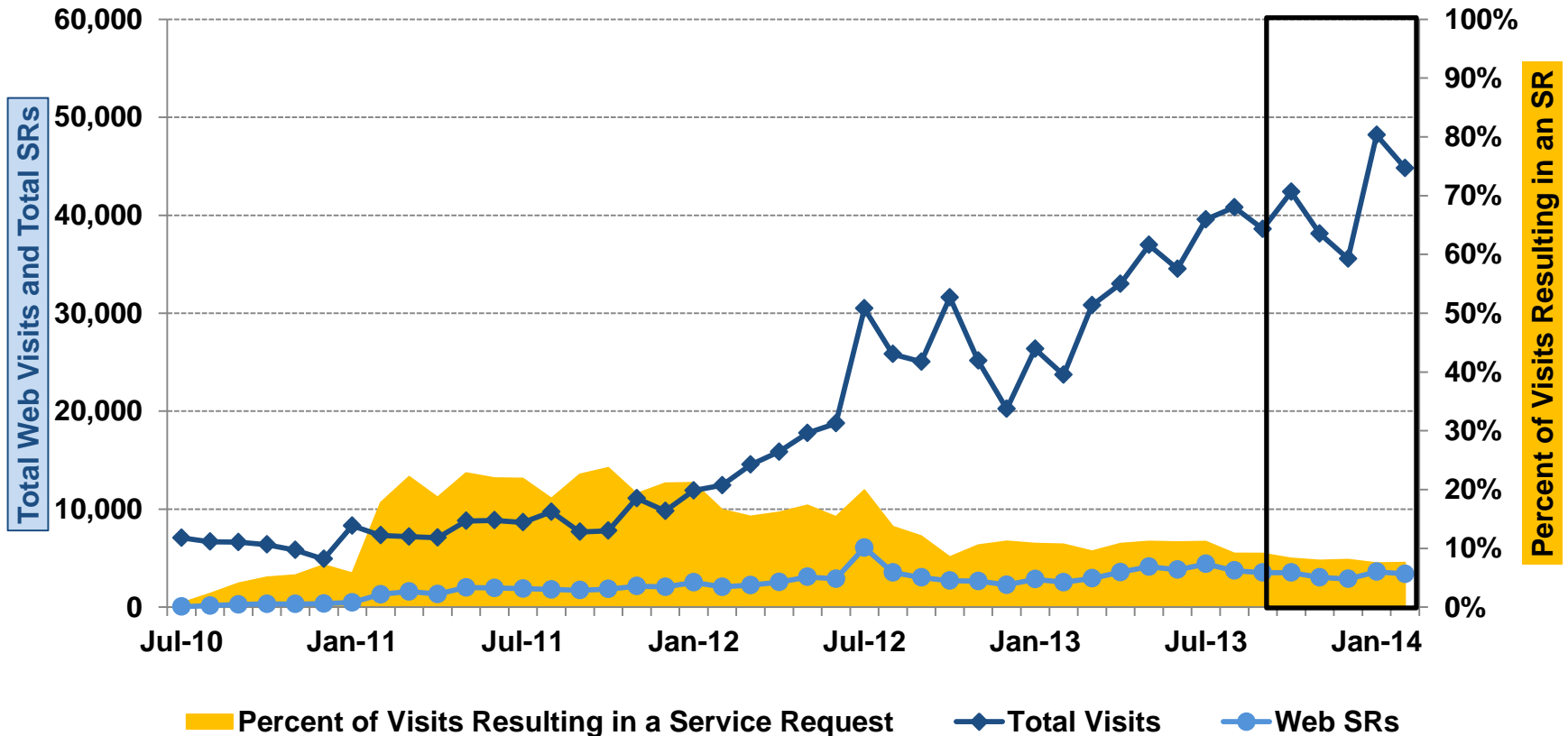
Percentage of web requests remains between 7% and 8% of all customer requests. Phones continue to be the dominant method of contact.



\*Fax, email and walk-in requests make up less than .01% and are not included in this graph.

Source: Siebel

# MC311 Web Portal Utilization



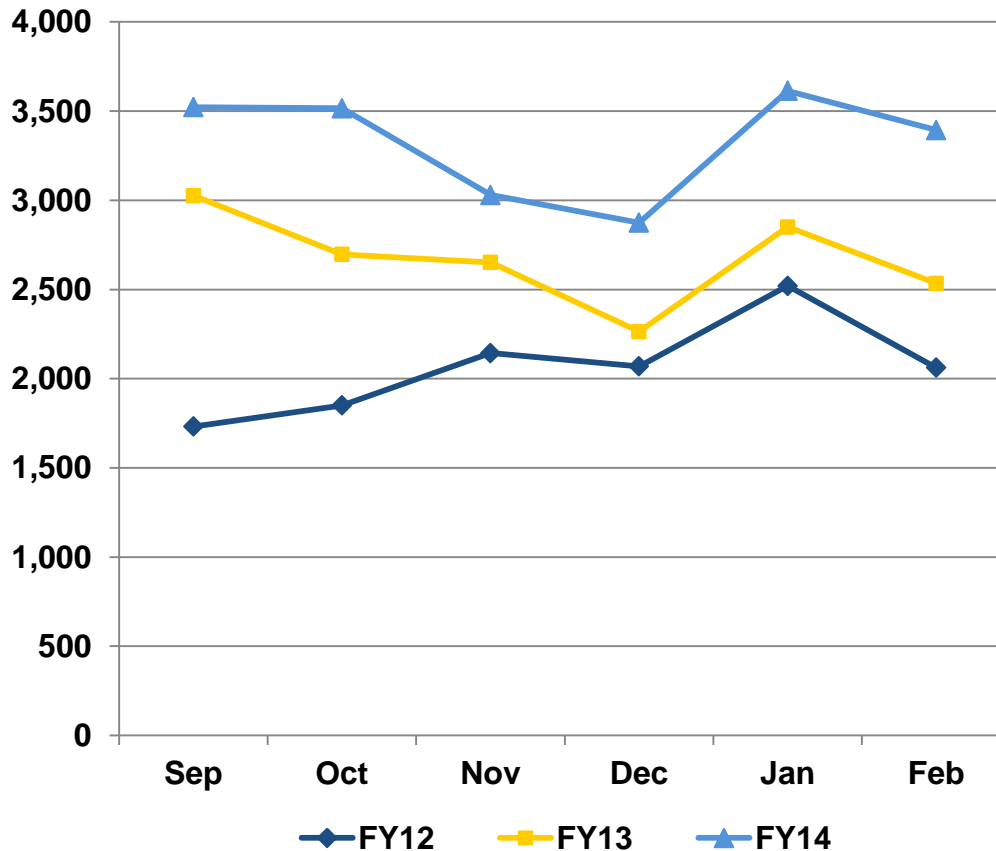
Total website visits hit an all time high in January 2014. Monthly web SRs have remained relatively consistent. The percentage of visits resulting in a SR has remained below 10% for most of FY13 and beyond.



Source: Siebel

# MC311 Web Portal Utilization Year over Year Comparison

## Web Service Requests



## Web Requests 9/2013 to 2/2014

Department	Total Web Requests	Percent of Web Requests
DEP	15,162	76%
DOT	2,389	12%
DHCA	1,014	5%
POL	619	3%
DPS	219	1%
FIN	199	1%
All Others	259	2%

Over  $\frac{3}{4}$  of all web requests are related to DEP.



# MC311 Web Portal Utilization: Solutions with 50 or More Total Requests

Rank	Department	Attached Solution	Total Requests
1.	DEP	22 Gallon Bin Delivery (Glass/Metal/Plastic Recycling)	5,212
2.	DEP	Bulk Trash Pick-Up Request	3,937
3.	DEP	Scrap Metal Pick-Up Request	2,968
4.	DEP	22 Gallon Bin Pick-up (Glass/Metal/Plastic Recycling)	2,041
5.	DOT	Pothole Repair	835
6.	DHCA	Housing Complaints	741
7.	POL	Reporting a Dead Animal Along the Roadway	610
8.	DEP	Literature Items - Residential Trash and Recycling	527
9.	DOT	Ride On Complaint - Service	336
10.	DOT	<b>Report Streetlight Outage or Malfunctioning</b>	173
11.	DOT	Ride On Complaint - Driver Behavior	149
12.	DOT	Road Repair	147
13.	DEP	<b>6 Gallon Baby Blue Delivery (Multi-Family)</b>	131
14.	FIN	<b>Filing a Claim Against the County</b>	112
15.	DEP	Lit. Items - Commercial/Bus. and Multi-family Recycling	112
16.	DEP	7 Gallon Desk Side Bin Delivery (Commercial Businesses)	102
17.	POL	Untagged, Abandoned, Dysfunctional, or Inoperable Vehicle on Private Property	88
18.	DOT	Replace Damaged or Missing Street Sign	81
19.	FIN	Requests to Discuss Property Tax Bill	75
20.	DOT	Ride On Complaint - Other, Miscellaneous	75
21.	DOT	Traffic Signal Timing and Other Issues	58
22.	DHCA	Tall Grass on Private Property (Occupied Property)	57
23.	DOT	Request to Inspect, Remove or Prune County Tree	51
24.	DOT	Mailbox Damaged by Snowplow	50



\*Bolted solution areas were not present on the Top 15 list during the last period of analysis.

# Customer Service Center Performance

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# Overview of MC311 CSC Performance

## Call Center Customer Request Performance Metrics (1/2)

	GOAL	2013				2014	
		Sept.	Oct.	Nov.	Dec.	Jan.	Feb.
<b>Call Volume</b>		41,116	44,991	35,854	34,324	39,288	37,575
<b>Call Answer Rate (Avg)</b>	>95%	97.7%	98.2%	96.8%	98.3%	98.0%	97.2%
<b>Abandoned Call Rate (Avg)</b>	<5%	2.3%	1.9%	3.2%	1.7%	2.1%	2.9%
<b>Avg Speed to Answer (ASA)</b>	<0:20	0:16	0:15	0:31	0:12	0:14	0:21
<b>Avg Handle Time</b>	<4:00	3:59	4:14	3:57	3:39	3:40	3:33
<b>Avg After Call Work</b>	<1:30	0:50	0:55	1:00	0:52	0:52	0:51
<b>Attendance Rate</b>	N/A	97%	97%	98%	96%	94%	96%
<b>Occupancy Hours</b>	>7:25	7:48	7:46	7:49	7:48	7:50	7:51
<b>Customer Requests Generated</b>	N/A	45,169	46,877	36,611	39,170	40,484	37,349
<b>Accuracy Rate</b>	>98%	98.70%	99.00%	98.90%	99.00%	99.00%	98.80%

With three exceptions identified above, MC311 continues to meet its performance goals.

Missed goal by ≥10%

Missed goal by <10%

Achieved goal



Source: Siebel; MC311

MC311 Performance Review

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5/12/2014

CountyStat



# Overview of MC311 CSC Performance

## Technical Infrastructure Issues Related to CSC Performance

- **October 2013: Avaya server issues impede CTI Toolbar performance – example: CSR's unable to wrap up calls.**
- **November 2013: Avaya server issues impede CTI Toolbar performance (same as above).**
- **February 2014: Suspected network latency impedes CSR's ability to attach a KBA to a service request.**
- **March 2014 – MC311 had outages 5 days, again due to suspected network and Avaya latency issues.**

This issue is one of high visibility, including a County Council inquiry. DTS and PIO leadership continue discussions around potential resolutions. A permanent fix is needed.



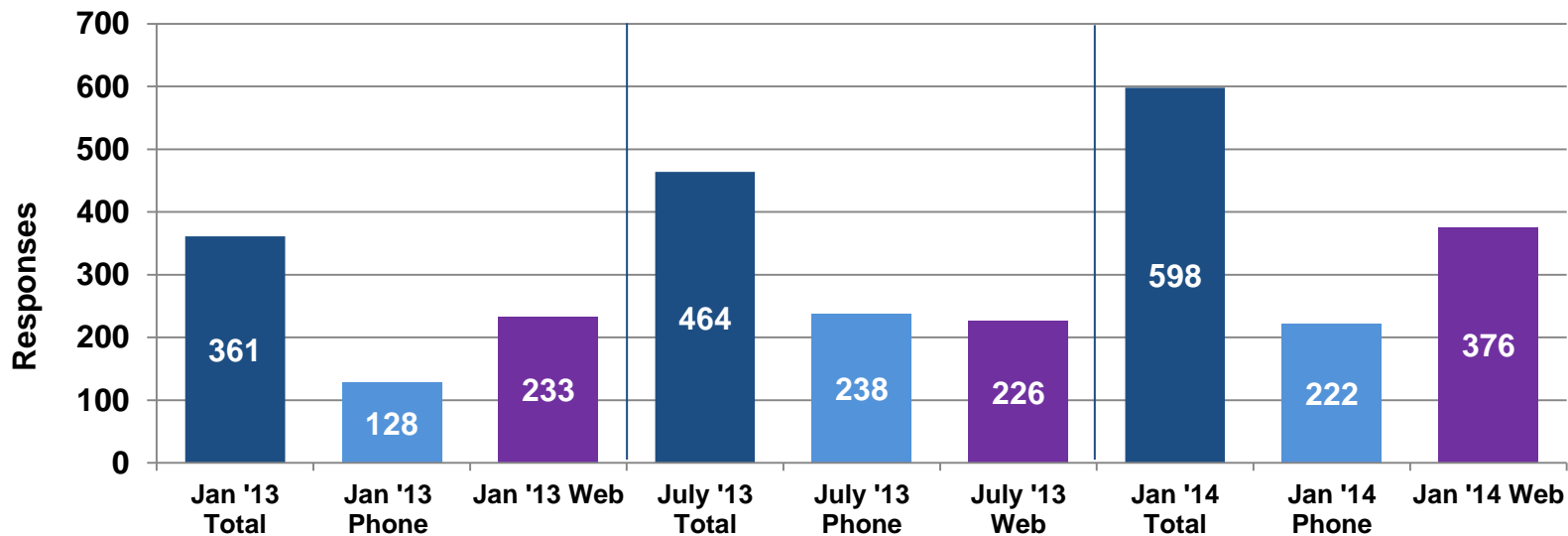
## **Overview of Surveys: Bi-Annual Customer Survey and Internal Customer Service Survey**

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# Overview of MC311 CSC Performance

## Bi-Annual Customer Survey

- **Dates Administered:** 1/30/2014 – 2/19/2014
- **Distribution Method:** E-mail (Response Rate: 13.5%)
- **Population Included:** Any MC311 customer who provided an email address between 11/15/2013 – 12/15/2013
- **Next Survey Administration:** July 2014



Improvements were made to the Bi-Annual Customer Survey and feedback process. Total responses increased for the January survey, as did the response rate (8.6% in July'13 to 13.5% in Jan'14). Phone customer responses dropped slightly. The results (see Appendix A) suggest that MC311 continues to provide a high level of customer service.



Source: MC311 Customer Survey

# Internal Customer Service Survey

The newly implemented Internal Customer Service Survey was designed to achieve the following goals:

- *Improve service fulfillment cycle*
- *Enhance relationships between MC311 and departments*
- *Improve department understanding of Siebel Dashboard and OBIEE reports*

MC311 has identified two action items based on the survey results. MC311 will:

- **Strengthen its focus on all aspects of SR accuracy**
- **Identify training gaps for department Siebel users and provide relevant training resources**

MC311 gained valuable insight into departmental perceptions and challenges with regard to Siebel usage and the SR Fulfillment process. Results from the Internal Customer Service Survey are located in Appendix B of this presentation.



# Review of PIO Performance Measures

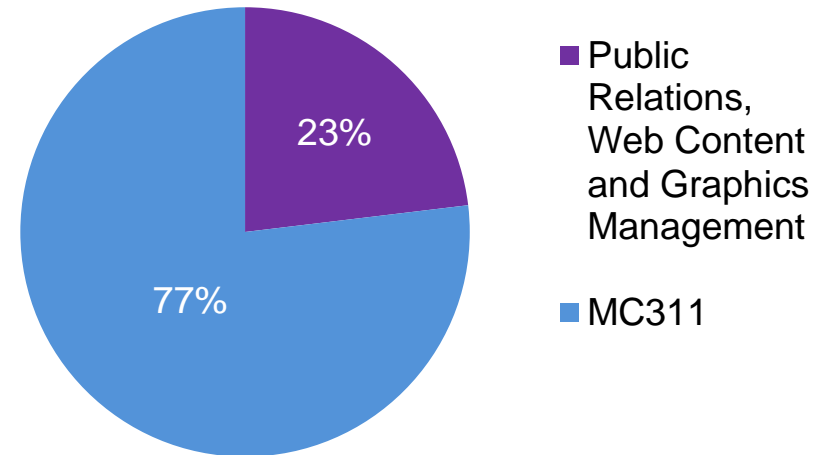
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# PIO Headline Performance Measures

## Current PIO Performance Metrics

## PIO FY14 Approved Operating Budget

PIO Headline Performance Dashboard			
Headline Performance Measure	FY12 Results	FY13 Results	Performance Change
Total utilization of direct resident communication systems - web, YouTube, video, Facebook, Twitter, MC311 (in millions)	2.2	10.78	↑
Total attendance at press conferences and press events	3,134	2,807	↓
MC311 - Average amount of time it takes to reach a CSR after the welcome announcement (in seconds)	16	18.8	↓
MC311 - Customer Satisfaction Rating	78%	86%	↑
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.25	3.25	↔



= MC311 Performance Measure

PIO currently has 5 Headline Performance Measures, two of which are specific to MC311. CountyStat recommends adding additional Headline Performance Measures for PIO related to MC311.



Source: FY14 Montgomery County Operating Budget

# New MC311 Headline Performance Measures

New Headline Performance Measures could include the following call center performance metrics:

- Answer rate or abandoned call rate
- Occupancy rate
- Avg. speed to answer
- Avg. handle time
- Accuracy rate
- Cost per call
- SR/ACD Call Ratio

The Siebel CSC Scorecard already tracks several Performance Targets:

Performance Targets

Answer Rate

95.00%

Abandoned Call Rate

5.00%

Occupancy Rate

85.00%

Avg Speed to Answer

20 sec

Avg Handle Time

240 sec

SR Accuracy Rate

98.00%

Abandoned Call Rate	Queued Calls (ACD/Aban)	Available CSR's	Occupancy Rate	Avg Handle Time (seconds)	Avg Speed to Answer (seconds)	Total # of Calls (24 hrs)	311 Direct Calls	311 Direct Call Rate (Direct/Total)	Total SRs Generated	Ratio of SRs to ACD Calls	Accuracy Rate
	0	0				464	354	76.29%			
						464	354	76.29%			
						464	354	76.29%			

Download

# Cost Per Call & Per Capita 311 Expenditures Comparative Analysis

Cost per call and per capita expenditures vary greatly among jurisdictions due to variation in types of calls handled, operating hours, and accepted methods of contact, making true benchmarking difficult.

Jurisdiction	FY13 Budget	FY13 Answered Calls	FY13 Estimated Cost Per Call Answered	FY13 Per Capita 311 Expenditures**
Montgomery County	\$4,015,365	498,085	\$8.06 (FY12 = \$8.59)	\$3.94 (FY12 = \$3.81)
Albuquerque	\$3,612,000	1,938,269	\$1.86	\$6.50
Boston	\$844,378	311,346	\$2.71	\$1.32
Charlotte-Mecklenburg	\$8,670,916	1,400,000 (estimated)*	\$6.19	\$8.96
Edmonton	\$8,810,000	2,100,000*	\$4.19	\$10.77
North Hempstead, NY	\$486,709	171,325	\$2.84	\$2.15

CountyStat calculated cost per call and per capita expenditures for the above jurisdictions which were selected based on the public availability of data.

\*Other factors affecting comparison validity may include: the use of a tier II structure; handling primarily transfer calls vs. handling more complex interactions;

\*\*Budget book specifies that the call center answered more than the given number of calls, but an exact number was not found.

\*\*\*Based on 2012 census estimates because some cities do not yet have 2013 estimates. Note that population area may not match 311 coverage area.

Source: Budget documents, open-data portals, and performance reports of respective jurisdictions.





# Current Projects and Priorities

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## Current Projects and Priorities

- In response to departmental feedback, a process was developed for reviewing GI requests for accuracy and content by recommending a standard process for writing summary notes
- Providing departments with Siebel training through the Learning Management System
- Establish in Siebel administration a link between “I want to” services on the MCG home page and specific KBAs in the knowledge base
- Develop protocols to for use of social media for service and information



## Wrap-Up

- **CountyStat will work with PIO and MC311 to establish additional PIO Headline Performance Measures related to MC311.**



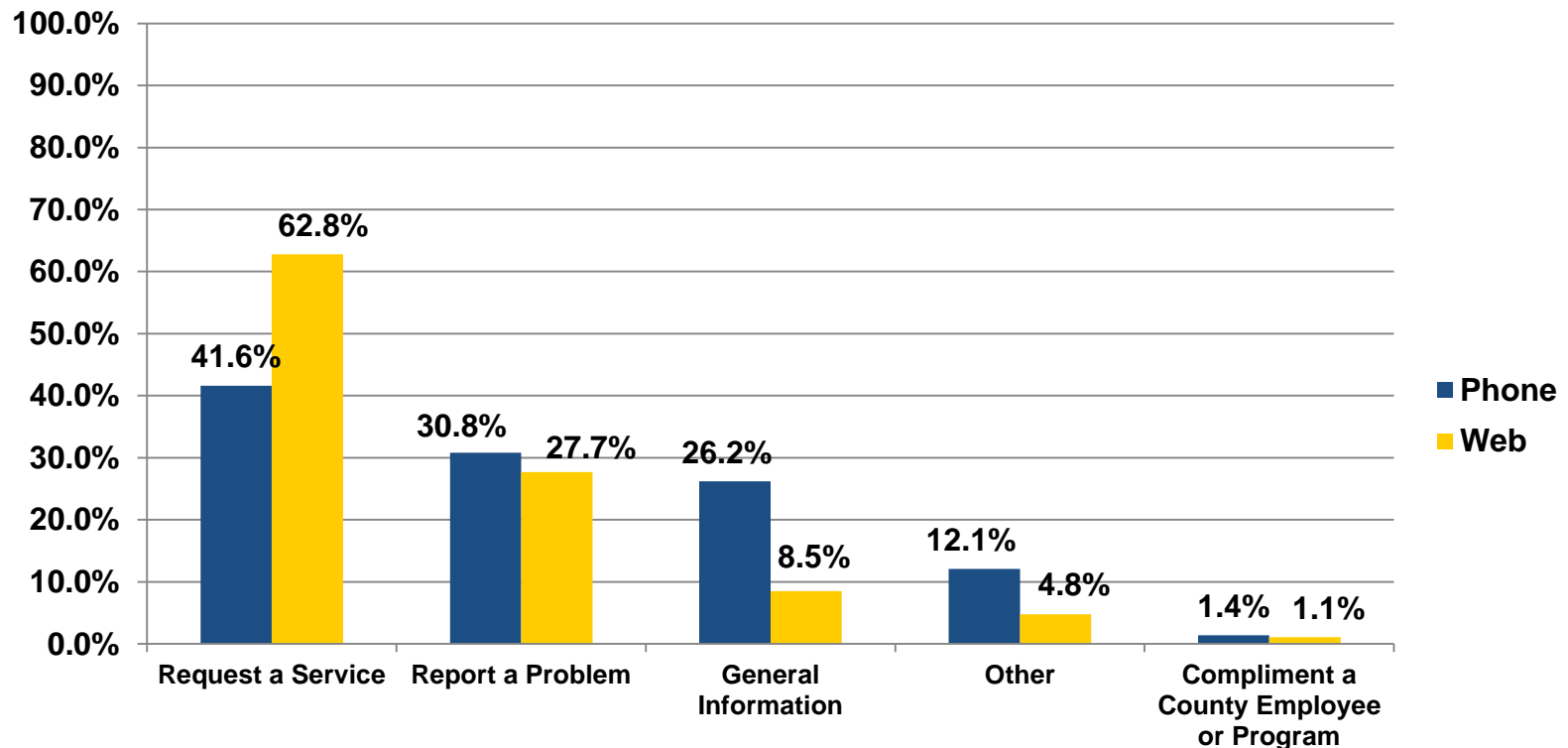
# **Appendix A: Bi-Annual Customer Survey Results**

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# Overview of MC311 CSC Performance

## Bi-Annual Customer Survey

Phone: What was the purpose of your call to the MC311 Customer Service Center?  
Web: What was the purpose of your visit to the MC311 Customer Service Website?



Customers report that they most often contact MC311 to request a service. When using the web, nearly 63% of customers reported doing so to request a service while only 8.5% of web users reported doing so for general information. For phone users, 41.6% contacted MC311 to request a service and 26.2% called for general information.

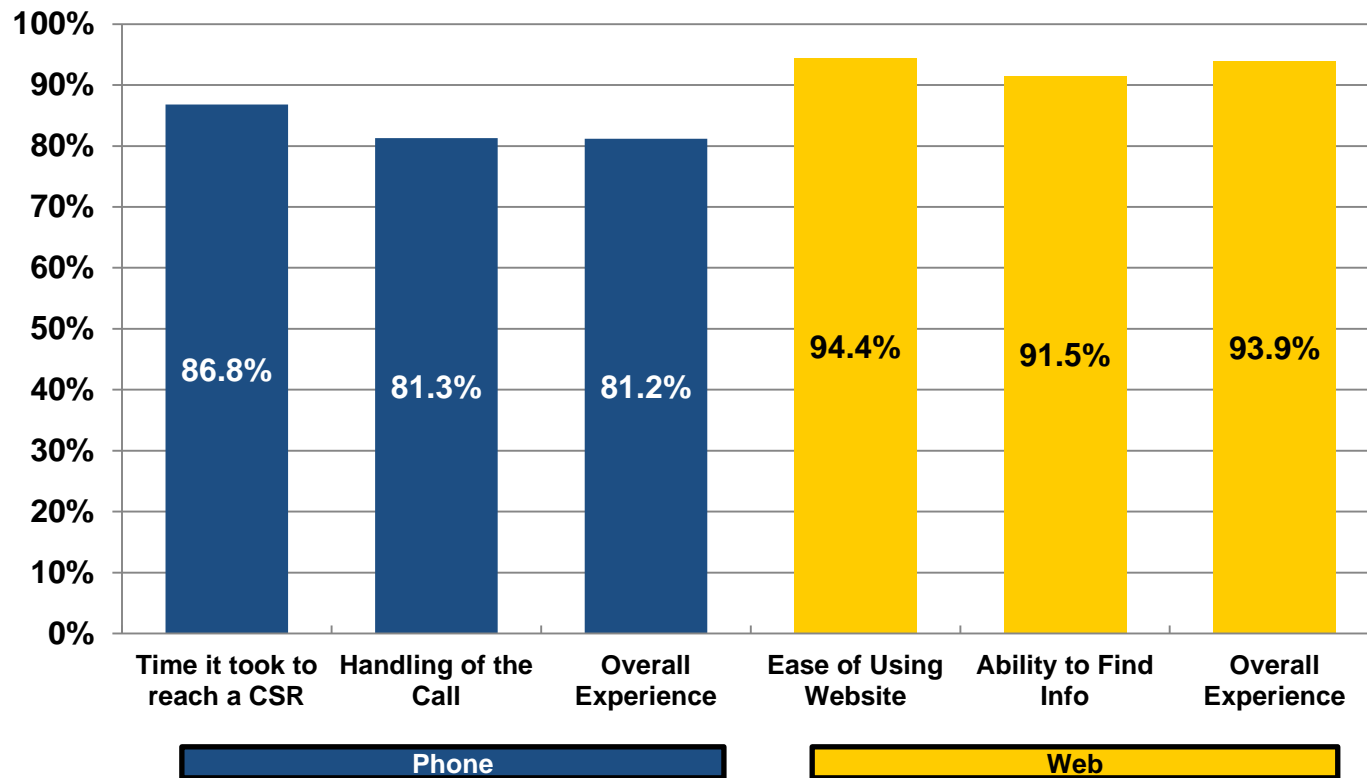
\*Customers' perceptions of what constitutes a service request may be different than what MC311 considers a service request. The same is true for general information.

Source: MC311 Customer Survey



# Overview of MC311 CSC Performance: Bi-Annual Customer Survey

Percent of MC311 Customers Satisfied With:



Overall, the data suggests that MC311 customers are satisfied with their overall experience, regardless of the method of contact.

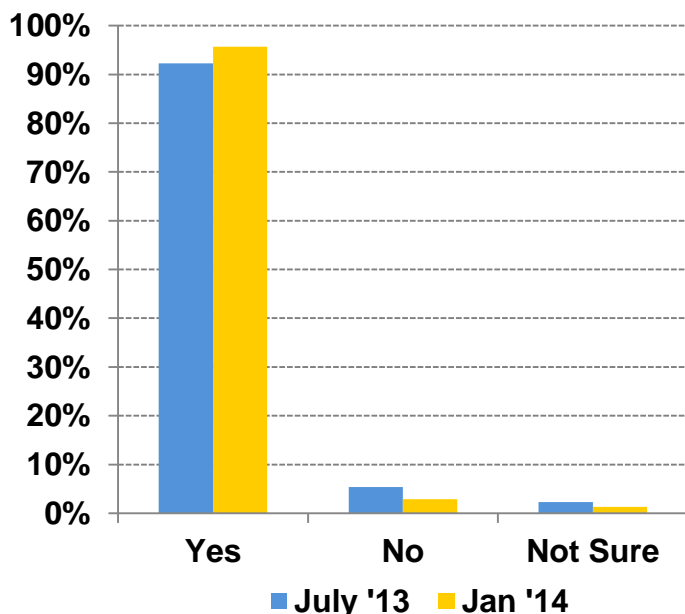


Source: MC311 Customer Survey

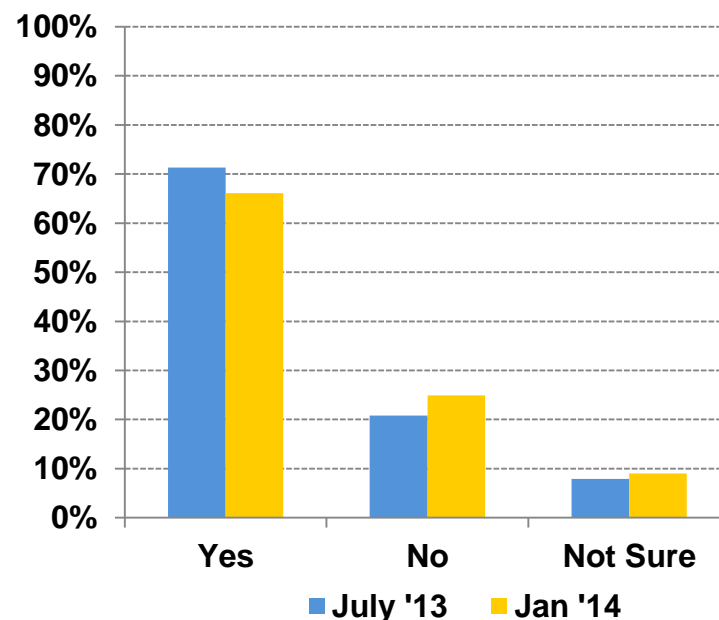
# Overview of MC311 CSC Performance

## Bi-Annual Customer Survey

**Web:** Were you able to find the service or information you were looking for?



**Phone:** Was the Customer Service Representative able to resolve your issue?



The share of web users reporting that they were able to find the service or information they were looking for improved since the last iteration of the survey. For phone customers, there was a slight decline in those who responded that the CSR was able to resolve their issue. For phone customers, calls will often require additional actions to be taken outside of the CSC (e.g. for a service request-fulfillment).



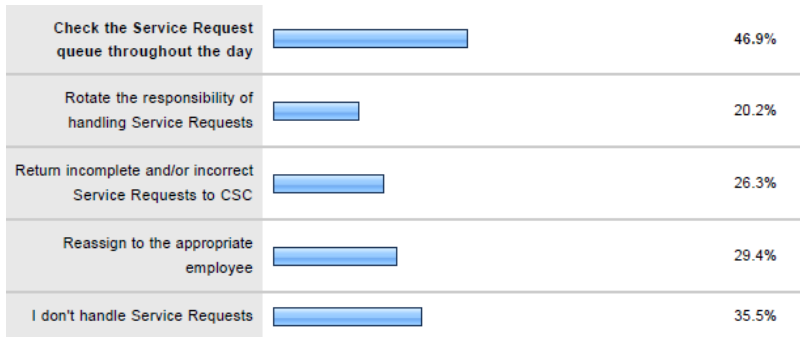
# **Appendix B: Internal Customer Survey Results**

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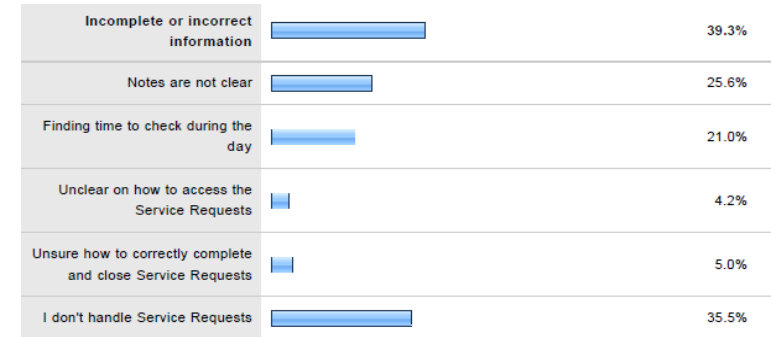


# Internal Customer Service Survey Results

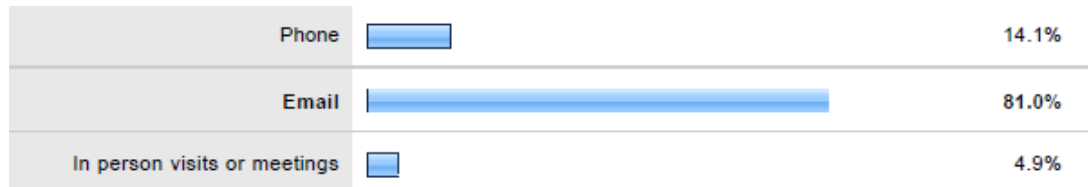
What is the single most important thing you do to manage your SRs:



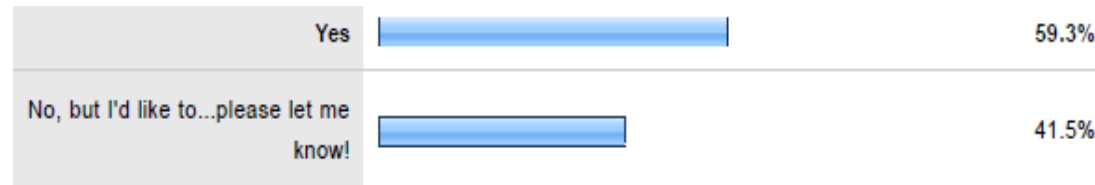
What is the single biggest challenge that you face:



What is the single best way for your 311 Business Analyst to contact you:



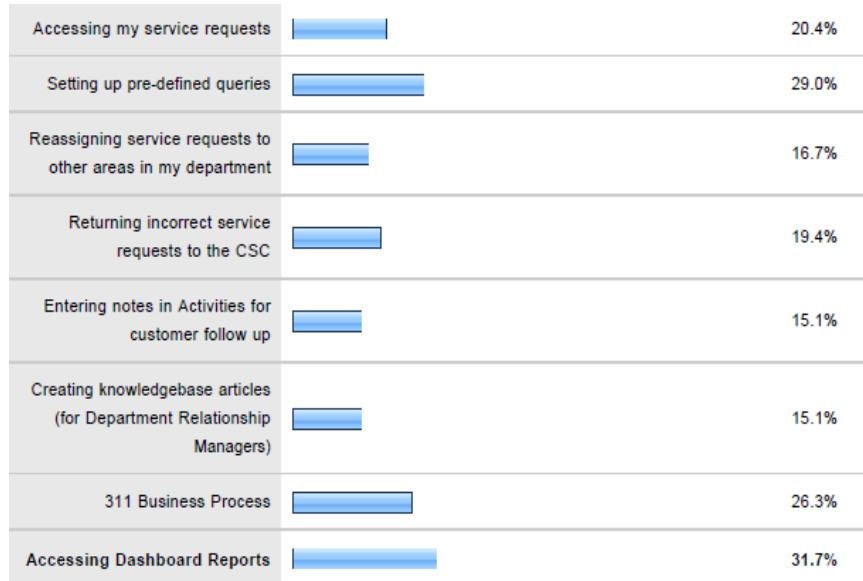
Do you know who your 311 Business Analyst is:



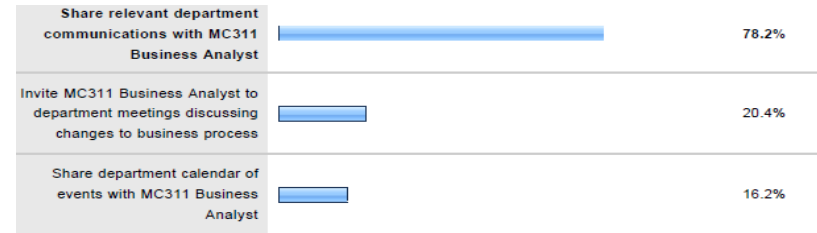
Source: MC311 Internal Customer Service Survey

# Internal Customer Survey Results

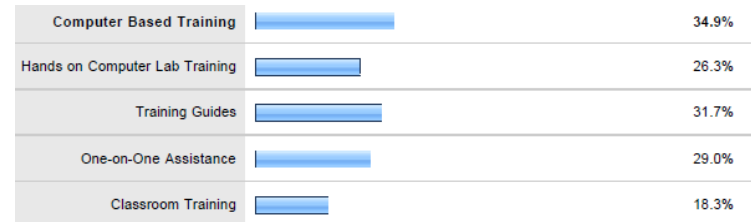
## In which areas would you like additional training:



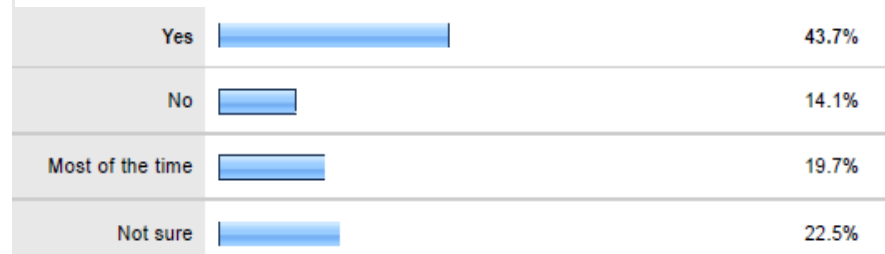
## How do you keep 311 up to date with your dept. information needed to respond to customers:



## What's the best way to provide training on these areas:



## Are you kept aware of changes to process and policy at MC311:



Source: MC311 Internal Customer Service Survey